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A Study of How Women are Perceived in the Workforce

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A Study of How Women Are Perceived in the Workforce.

A Thesis for the Honors Program

Christopher Roberts

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Approved by

ABSTRACT

Women are defined as a minority in the United States. This is not because there are fewer women than men in our country but because they have traditionally held less power and earned salaries 39% lower than the average male's income (Conrad, 1994). Although the gap in pay is decreasing, it illustrates the different expectations our culture places on men and women. Whether we embrace the idea or reject it, men and women also behave differently. Researchers argue that these differing behavioral patterns are either genetic or learned. This paper explores communication differences in an organizational setting. More specifically, it explores the attitudes men have toward the communication styles of female bosses. With increasing numbers of females taking leading positions in organizations, studying the attitudes of subordinates towards women leaders is particularly timely.

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Literature Review

Differences between men and women go beyond obvious physical appearances. Men and women also differ in their styles of communication and their styles of leadership. Cultural expectations have historically urged women to communicate with a passive style (Krammerae, 1981), while contemporary women may use assertive or even aggressive communication styles (Parson, 1991). With more women joining the highly male workforce, a woman's ability to adapt and compete with men is crucial to her success. One interesting phenomenon is the attitude toward female bosses, especially those that use an aggressive communication style.

This paper will explore the communication differences between men and women, compare these differences to how women are perceived by men in the workforce, and finally compare the literature to a survey that was inspired by the Women as Managers Scale which was first published by Terborg, Peters, Iigen, and Smith (1974).

Before continuing, one must define a few key terms. Each definition comes from a field contextual source which deals with women, gender, and organizations.

Pearson (1991) defines sex as

...biological categories, male and female, determined by the presence of XX chromosomes for females and an XY chromosome pattern for males. The chromosomes provide genetic information which produces

sex characteristics, such as the penis and scrotum in the male, and clitoris and vagina in the female.

Pearson (1991) defines gender as

... the learned behaviors a culture associates with being male or female. The ideal of masculinity is communicated to males, whereas, the feminine ideal is communicated to females in our culture. Often this process fuses sex and gender together, although theoretically they are separate concerns.

The last term, power, is important because it deals with the amount of influence a person has over other individuals.

According to Strategic Organization Communication, power is "perceptual, and thus is created and sustained through communicative interactions." In other words, power is usually delegated; people are only powerful if we allow them to have power over us. Power is also defined as "the ability to dominate." According to Charles Conrad (1994), in order to be powerful one must develop a base of power:

Whenever people are able to control resources that others perceive they need, they have a potential base of power. Resource control can be transformed into power only if the resource is perceived as scarce, significant, and irreplaceable. Employees can develop power through developing personal characteristics (expertise, interpersonal skills, and access to symbols of power) and through controlling key resources (information, rewards and punishments, roles in coalitions).

Conrad observes that a woman gains her bases of power through networking with other individuals. By building interpersonal relationships, a woman can establish trust, credibility, and thus power in an organizational setting.

Researchers disagree on what is the best strategy for a woman to succeed in an organizational setting. Some suggest that

women should imitate males by being more aggressive and/or taking assertiveness-training workshops. Others say that by imitating male aggressiveness, women are more likely to be viewed unfavorably.

When one first notices the work-field and sees the male-dominated workforce, one could easily say that our present workforce is dominated by men because men are better suited than women for corporate life. Indeed the justification for denying women opportunities is that they simply are too different from men and incapable of working in a "man's world." A study by Cynthia Epstein (1981) admits that there are unchangeable differences between men and women, but the two sexes are virtually the same. For example, men and women have roughly the same ability to perceive shapes, and they perform equally on math tests. In fact, researchers have reported that differences between men and women in math and spatial reasoning have declined to almost zero (Maugh, 1989). Marcia Lynn from the University of Wisconsin studied adults and children for twenty years and found that men's verbal proficiency has been increasing to match women's. "The differences are now so small as to be negligible" (Maugh, 1989).

Kimura's (1987) results conflict with Lynn's study. According to Kimura, sex differences in reasoning and mathematical ability are not decreasing. Men continue to do better than women on spatial tests and math while women are better at speaking and thinking verbally. According to Kimura,

there is evidence that hormones play a role in one's ability to think in these ways. For example, men who are without the male hormone androgen are inferior from birth in regard to spatial tasks. When a male does not have androgen, his estrogen levels are higher than an average male's. High estrogen levels have a strong correlation with poor spatial ability. Thus, some see estrogen as the primary cause for the differences between the male's and the female's spatial ability. The "Estrogen Argument" is quite popular today. One need only note the current political debate over whether or not women should be allowed in military combat. The argument against it is that the female's hormones may fluctuate and prevent her from being a competent soldier.

Sex differences are commonly used to justify discrimination against women. For example, women are seen as physically weak, and indeed they do have less muscle tissue than the average male, but this does not mean women should be denied an opportunity because they are sometimes not as physically strong as males.

Deborah Tannen (1991) examines the different communication styles of men and women. Men use "Report Talk" and women use "Rapport Talk." "Report Talk" is strictly the facts. Male speech tends to be less emotional and is used to show dominance over others. "Rapport Talk" usually tends to be "more interpersonal, caring, and more descriptive." Herein lies a key difference between men and women. Tannen states that men have a need to solve for problems that confront them. This is not only a way of showing power and dominance, but it fulfills a man's

need to alleviate problems. Thus when a woman begins to complain to a man about a problem, the man tends to become uncomfortable. Often times the man does not know what to say because he feels as if he is being confronted with a problem, and he does not know how to solve it. A stereotypical response of a man to a woman is generally "Well, what do you want me to do about it?" This stereotype holds some truth. Women communicate their problems for sympathy, not as a means of alleviating their problems (Tannen, 1991). The man does not understand that he is not being asked to solve a problem but merely to listen to the problem. This leaves the man feeling frustrated and confused about the situation.

The differences in the way men and women communicate enhance the male's ability to maintain control in an organizational setting. For example, even when men are at equal rank women, they are perceived as being more powerful. This may be because men generally talk more loudly, interrupt conversations more often than women, and often control the direction of a conversation. In a study of seven different university faculty meetings, Gene Eakins (1978) illustrates how men dominate conversations. During the meetings, "men spoke in a range from 10.66--17.07 seconds; women's turns were 3-10 seconds. Despite the idiom that women "talk too much," the longest speaking turns taken by the women were still shorter than the men's shortest speaking turns" (Tannen, 1990).

At public gatherings, men not only speak longer but even

talk more often than women, according to another Eakins study (1978). When a public lecture is opened to the floor, the first voice heard is almost always a male's. A Swacker study (1976) shows men tend to "preface questions" and ask more than one question. At academic conferences where 40.7 of the speakers were women, women only asked 27.4% of the questions (Swacker, 1976). Kenton (1993) claims that most women do not speak up in public settings or act assertively because they lack self-esteem. Kenton suggests that we need to recognize our tendencies as humans to have biases. She says we must recognize our "strengths and weaknesses" so that we can realize the credibility of others. The issue according to Kenton is not a woman's issue but a "corporate issue."

An older study by Cheris Kramerae (1978a) agrees with Kenton's findings, emphasizing that we differentially stereotype the way women and men should speak. Participants represented the following traits as more male than female: being demanding, using a deep voice, being boastful, using swear words, dominating speech, being loud, displaying anger, getting straight to the point, being militant, using slang, being forceful, being blunt, being aggressive, and having a sense of humor in speech. The following traits were viewed as female: enunciating, speaking with a high pitch, gesturing, gossiping, being gentle, speaking fast, being friendly, talking a lot, using details, and smiling. In a capitalist society, male speech is viewed as desirable. Female speech is viewed as a counter-language to male speech; it

is open and polite but considered ineffectual. Both men and women believe female speech to contain more gossip than male speech. Kramerae believes that women who attempt to control speech situations are likely to be perceived as unwoman-like. "Thus, a woman is in a dilemma: she is doomed if she talks like a lady because it is ineffective and doomed if she does not because she violates the social norms" (Kramerae, 1978).

Montgomery (1981) argues that men and women differ in their interpersonal communication styles. In his study, men were observed using communication dominance (a strategy that lessens the communication role of another). A communication dominator takes control of interactions; this includes "the amount of time each person talks, the frequency a person talks, control of space, interruptions and intensity" (Montgomery, 1981). Montgomery further states that men talk more in classrooms, jury deliberations, groups, and "social dyads" that tend to focus on the analytical aspects of a message, whereas women focus on its socio-economic aspects. Women were found to be better at identifying a portrayed emotion as well as being more sensitive to the tone of the speaker's voice. Overall, women acted as more attentive listeners than men (Montgomery, 1981). Montgomery's male participants were more relaxed and calmer during communication, while women were more anxious and timid.

These sex differences are important in fulfilling our roles in society. A man generally is seen as a provider and a woman as a caregiver. These roles may be genetically encoded inside each

of us. This is not an important issue. What is important to understand is that society encourages these roles when they are not necessarily suitable for an industrialized country staring point-blank at the 21st century. The socialization encourages differences that need not exist. At the very least, they teach prejudice against women because they show women as weaker than men. Sherron Kenton claims there is a problem in the way men and women are perceived at work. "Men and Women with equal experience and rank are not perceived as having equal credibility" (Kenton, 1993). Kenton blames socialization as the problem for this difference in perception. An audience evaluates people based on how they perceive the people's good will, fairness, and expertise. Society also evaluates cultural experience based upon good will (the concern for others). The problem for women leaders becomes one of adapting these cultural expectations or overcoming them in some way. If they fail to acknowledge these expectations, then a woman may be perceived as less credible (Kenton, 1993). This may be connected to traditional expectations for women to act as care-givers who fulfill "nurturing roles." Thus, when a women is perceived as a care-giver, she is perceived as fulfilling her expected role in society. Men, on the other hand, are expected to be aggressive and, curiously, if they display nurturing qualities, their credibility may actually increase, because nurturing is a desirable characteristic not normally found in males. If we do hold negative attitudes toward women, then we have learned these

attitudes from our environments. Kramerae (1978b) states that the media have historically reflected negative stereotypes about women. As wives, secretaries, mothers, and girlfriends, women have been portrayed in television as subordinate to men. The media devote time to stories about women's failures but not their successes (Koenenn, 1989). The message being sent is that "women have bitten off more that they can chew" (Koenenn, 1989).

Even though we have been told by the media that women are ineffective speakers and leaders, another study shows that most people do not perceive significant differences in men and women's speech patterns (Kramerae, 1978b). Results indicate speech characteristics of females as perceived by men and women do not differ significantly from the speech characteristics of the ideal speaker. Unlike women, men frequently rank having a deep voice as an important characteristic for a speaker. We can see the emphasis on the use of the male voice in the broadcasting industry, which traditionally believed that people did not like high-pitch voices. This perception is not held today, as women are highly visible in the broadcasting field. The study finds that an audience's preference for the male speech pattern is not important, that we should not consider male speech a model. The feminist movement offers an ironic example. When women use militaristic slogans and obscenities, these are perceived as male speech patterns. Embracing male speech patterns to empower one's self while claiming at the same time that the male culture is the oppressor of women is both

contradictory and injures credibility. The study concludes that a woman may want to consider the positive qualities of female speech before undergoing assertiveness training (Kramerae, 1978).

Sex differences abound between men and women, especially in how they communicate and gain power. Although these differences do exist, we should not preference one sex over another. We should realize that each sex has its own redeeming qualities that can benefit the business world. However, according to a study by Shore (1992), we do show preference for one sex over another. Her study concluded that gender bias is preventing women from moving into upper management. Her study is consistent with an older study by Rosen and Jerdee (1974) which states that women who applied for managerial positions were selected "significantly less often than equally qualified males."

Wagner (1979) says that the greater a person's power needs, the more successful he or she may be in the work force. Research has discovered that managers who have strong power needs are more successful than managers with low power needs and who have a higher need for being liked by other people. This would tend to support the success of men because men have a need to dominate others and have high power needs. Social scientists have observed that as women move into higher vocational positions, their work roles may require certain behaviors that are not associated with their social roles as women. Women have alternative means of achieving power--means that are considered cooperative, not aggressive. Women find power from internal

resources, perceiving social companionship as a way to have an amount of social control or power. Research suggests women have been socialized to be less aggressive and less independent, while men are generally more aggressive than women (Siderits, 1985). Power for a male is usually attained through competition. Because of these differing socialization patterns, a woman may have trouble in the job market with respect to gaining power (Wagner, 1979).

Tanner (1990) clarifies why women have trouble gaining power in the job market. For men, communication is a "means to preserve independence and maintain status, but women prefer an open flow of communication, they are more willing to compromise, and cooperate in conflicts." Because men use strategies that increase their status and independence, men are more likely to achieve and maintain power. Conrad (1994) agrees by stating that, in general, women prefer leadership styles that are "supportive, interpersonally sensitive, charismatic, flexible, and stress the open flow of communication. They are more cooperative in conflicts and more willing to compromise."

Acker (1990) says that gender differences in organizations (such as different responsibilities and salaries) may be linked to the organization's structure. Even in so-called "gender neutral" organizations, the organization itself becomes masculinized by its very aggressive and competitive nature. Because of their lack of experience, women crowd in at the bottom of the organizational hierarchy and often get stuck there. This

statement is consistent with a study conducted by Chusmir (1991), who states that women's access to managerial positions has increased without eliminating gender discrimination. According to the study, women managers were concentrated near the bottom of the chain of command. Women had a tendency to supervise workers of the same sex. This is consistent with the idea that women should not be allowed to supervise men. The study further reveals that women managers in the study were less likely to exercise decision-making authority, and their involvement in decision making was largely confined to offering input into decisions that men made. The gap in access to authority created a pay gap between male and female managers. Men earned over ten-thousand dollars more than women with the same qualifications.

Stuart (1992) says one of the problems that recruiters have when hiring women is that the prospective female employees do not fit an "ideal candidate." An interview she conducted with Stephanie Allen, president of the Athena Group in Denver, reveals that "executives tend to hire by the white male model. They tend to pick guys like themselves. If you aren't a guy, it's kind of hard" (Stuart, 1992).

According to Powell and Butterfield, "the proportion of women managers increased from 16 percent in 1970 to a 1992 level of 42 percent but the proportion of those women who held top management portions was only a three percent increase" (Powell and Butterfield, '94). Their study shows that when decision making is open and a systematic procedure is used, decisions that

foster the glass ceiling may be averted." When these procedures for promotion are well established, qualified women may fare at least as well as qualified men.

According to Reskin and Ross (1992),

Theoretical perspectives on women's exclusion from management predict conflicting answers to this question. On the one hand, if women have been denied authority because they lacked the qualifications or because employers stereotyped them as lacking necessary personality traits, then recent changes in women's education and work experience, combined with campaigns to rebut stereotypes, should have enhanced their access to authority and its rewards. On the other hand, if employers have denied women authority in order to preserve men's power and privileges, there is less reason to be optimistic that women's growing share of managerial jobs has brought an equitable distribution of authority."

An argument exists that institutionalized discrimination against women in the corporate sector began after World War I. After the war, firms "created promotion ladders to reduce costly turnover. The employers assumed that women's primary attachment to their future families would limit their work time. Thus corporate bureaucracies established promotion ladders to retain male workers while relegating women to dead-end jobs that lacked a path to authority" (Reskin and Ross, 1993.)

And yet, there seems to be hope for women in the workplace. The number of female managers in the United States has increased 400 fold since 1985 (Conrad, 1994). In 1985, five percent of men viewed women managers unfavorably (Conrad, 1994). Unfortunately, according to a 1992 survey of chief executive officers, only sixteen percent thought it likely for a woman to become a CEO in ten years. Only eighteen percent said it would be very likely

in twenty years (Conrad, 1994).

Despite the differences in communication and leadership styles between men and women, women can adapt to the patriarchal workforce. Most bureaucratic organizations require leaders to rely on rewards and punishments. As a result, women adapt, and their leadership styles are not seen as any different from the leadership styles of male managers (Conrad, 1994). An example of one who adapted to the male leadership style is Sara Westendorf of Hewlett-Packard, an engineer who heads a group of men in a male-dominated field. She says:

When dealing with clients, I've found that the best strategy, after making some small talk, is to show you know your stuff technically--and to show it off a little. Talk about industry trends related to what you're doing. If you're the first to throw out something of interest and get your client's comments on it, it convinces [them] immediately that you're a hell of a lot more than a secretary. (Westendorf, 1993)

We can clearly see that the issue of why men and women communicate differently is an almost impossible issue to resolve. However, we can determine, through study, if a woman is accepted by the working public, and determine how men perceive women in positions of power.

Methodology

The survey was prepared by creating questions that identified a person's perceptions about his or her boss. Some of the questions came from the Women as Managers Scale (Terborg, Peters, Ilgen, and Smith, 1974). A pilot study was conducted at Western Kentucky University in which twenty-four students were asked about their bosses and their bosses' leadership styles. After each person filled out the questionnaire, he was asked about the survey, its strengths and weaknesses. After the pilot study, an improved survey was prepared using similar questions from the pilot study. Although the results of the study were not conclusive, they were useful in the creation of the revised survey, and as a comparison to be used with the real study. On average, men in the pilot study viewed women as persons who were not as capable of holding leadership positions as men.

The second study was conducted on October 8, 1994, at the University of Alabama at Birmingham Forensics Invitational Tournament. Before the surveys were distributed, a prediction was made that men with male bosses would have a higher net score than women and men with female or male bosses. A total of thirty-five persons were asked their opinions regarding women in management and whether or not they liked their bosses. All

thirty-five students competed in forensics. The ages ranged from 18 to 26. The sample was almost completely white except for one African-American woman. There were a total of 18 men and 17 women. The survey that was used can be found on Table I. Geographic areas where the respondents lived included Arlington, Texas; Birmingham, Alabama; Mississippi; Bowling Green, Kentucky; and Louisiana.

Table I

AGE	SEX	RACE
1. Please state your occupation and where you work.		
2. Is your boss male or female?		
3. How would you classify your boss's appearance--masculine, feminine or androgynous?		
4. Does your boss use an assertive, aggressive, or passive leadership style?		
Please respond to the following statements by circling the appropriate number. 1=strongly agree, 2=agree, 3=undecided, 4=disagree, and 5=strongly disagree.		
5. I like my boss. 1 2 3 4 5		
6. My boss understand my personal needs. 1 2 3 4 5		
7. My boss is very organized. 1 2 3 4 5		
8. My boss has the objectivity required to evaluate business situations properly. 1 2 3 4 5		
9. My boss has the ability to learn management skills. 1 2 3 4 5		
10. My boss has the objectivity required to evaluate business situations properly. 1 2 3 4 5		
11. For the following question, the word feminine is defined as a woman with a passive leadership style and conservative in appearance.		
To be successful executive, a woman does not have to sacrifice her femininity. 1 2 3 4 5		
12. Women tend to be less aggressive than men. 1 2 3 4 5		
13. I wish my boss were less aggressive. 1 2 3 4 5		
14. My boss is an aggressive person. 1 2 3 4 5		
15. I am afraid of my boss. 1 2 3 4 5		
16. My boss is too domineering. 1 2 3 4 5		
17. My boss is a good leader. 1 2 3 4 5		
18. Women tend to be more assertive than men in situations that demand it. 1 2 3 4 5		
19. I have answered these questions honestly. 1 2 3 4 5		

RESULTS

Of the thirty-five persons surveyed, 62.9% were female and 37.2% were male. Five subjects fell in the classification of "male with a female boss," eight subjects were classified as "males with male bosses," twelve subjects were classified as "females with female bosses," and ten subjects were classified as "females with male bosses." These subjects were coded M/Fb, M,Mb, F/Fb, F/Mb respectively.

Subjects were given a survey that asked for their opinions regarding their boss' behavior and women in general. The survey is shown on Table I. Questions eleven, twelve, and eighteen were not used in the overall scoring. They are examined separately in Table III. Results were cross-tabulated to match with the employee's gender and the boss's gender. The standard deviations in Tables II and III are for men with female bosses and women with female bosses listed respectively. The results were scored so that a low score represents favorable attitudes towards one's boss. Questions twelve, thirteen, fourteen, and sixteen are reverse scored. The specific scores are given below on table II. Table III results pertain to questions that deal with the employees' attitudes towards women.

Table II

Q#	M/Mb	F/Fb	M/Fb	F/Mb	significance	standard deviation
5	2.375	1.33	2	1.8	.25931	1.506 1.732
6	2.62	1.83	1.6	1.9	.16561	1.188 .548
7	2.875	2.25	1.6	2.4	.48004	.991 .894
8	2.25	1.583	2	2.1	.86156	1.0375 .707
9	2	1.33	1.6	1.5	.49673	1.069 .894
10	2.25	1.75	1.8	1.6	.64205	1.750 1.800
13*	2.5	2	2	2.5	.22830	1.279 1.000
14*	2.875	2.58	3	2.3	.77795	1.240 1.225
15*	1.875	1.42	2.2	1.1	.36158	.669 .673
16*	2.75	1.5	2.2	1.4	.01157	.674 1.095
17	2.375	1.5	1.8	1.8	.01869	.674 .447
19	1.125	1.16	1	1	.59083	.577
Total	27.87	20.233	22.8	21.4		

* = reverse scored

M/Mb had the highest score of 27.83. Compared to the other groups, this group did not like their bosses or have as much faith in their bosses' abilities as did the other groups. Women with female bosses had the lowest score and liked their bosses

more than the other three groups.

TABLE III

Q#	M/Mb	F/Fb	M/Fb	F/Mb	significance	
11	2.5	2.8	1.8	2.2	.53641	1.314 1.789
12*	3.5	3.16	2.8	2.6	.04201	1.030 .837
18	3.25	2.83	2.4	3.1	.17784	.937 .548
Total	9.25	8.79	7	7.9		

As predicted, men with male bosses had a higher score than the other three groups in the survey. Men with male bosses also had the highest score on questions dealing with a woman's ability to succeed in managerial positions. Surprisingly, men with female bosses had the lowest score, indicating that they believed that women can be more aggressive than men.

Each subject was asked about the type of leadership style that he or she perceived his or her boss as using. Almost everyone stated that his or her boss used an assertive leadership styled. The highest percentage was among men with female bosses. Eighty percent of these subjects stated that their boss used an assertive leadership style.

What follows is a line-by-line description of how the groups compared to each other in the survey.

The first group in the study was men with male bosses. This group liked their bosses. They tended to agree that their bosses understood their personal needs, were good leaders, and that men are more assertive than women. They tended to strongly agree that their bosses were objective and could learn new management skills. Over seventy percent of them agreed that a woman does not need to sacrifice some of her femininity to be successful. Exactly half of this group agreed that their bosses were aggressive and too domineering.

The second group in the survey was women with female bosses. This group agreed the most strongly with the statement "I like my boss." This group tended to agree that their bosses understood their personal needs, were objective, organized, good leaders, and had the ability to learn new skills. The group did not want their bosses to be less aggressive on the job. The group was divided on the issue that women must give up some of their femininity to become successful. They tended to be undecided as to whether or not women are less aggressive than men and whether or not they wanted a more aggressive boss. They did not believe that their bosses were too domineering. This group tended to agree that women are more assertive than men in situations that demand it; however, 41.7% of the subjects in this groups were undecided on this issue.

The third group was men with female bosses. This group

tended to like their bosses. They agreed that their bosses understood their personal needs, were objective, organized, good leaders, and could learn new skills. This group agreed the most strongly that a woman did not need to lose some of her femininity to become successful. The group also believed that women tend to be less aggressive than men, yet more assertive than men in business situations.

The final group was women with male bosses. This group liked their bosses. They tended to agree that their bosses were objective, organized, good leaders, understood personal needs, and could learn new management skills. They tended to agree that women are less aggressive than men. The group was divided on the issue that women are more assertive than men in business situations. They agreed that women do not need to lose some of their femininity to become successful.

DISCUSSION

Although women have been encouraged to communicate passively through socialization (Kramerae, 1981), women in this survey tend to use an assertive leadership style. This reflects the suggestion of several researchers that women should use a more assertive leadership style (Conrad, 1994; Westendorf, 1993; Wagner 1979; Kramerae 1978). The women in the study were just as likely to be labeled as using a passive leadership style as any of the men.

The results are consistent with what the literature reveals about today's workforce. Recent studies show that differences in abilities to reason and perform mathematical calculations between men and women are declining (Epstein, 1989; Lynn, 1989). The fact that women are beginning to use an assertive leadership style may be a reflection of this decrease in reasoning differences between women and men.

The results from this study also indicate that negative attitudes against women in the workforce are declining. While the glass-ceiling phenomenon continues to exist (Conrad, 1991), the women in this study were not viewed negatively. One issue of importance is how men respond when women are leaders. Traditionally, men have led the workforce, while a dominant woman in the workforce has been met with resentment (Kramerae, 1978).

A woman's communication style has traditionally been viewed as ineffective (Kramerae, 1978). However, the results clearly

show that men with female bosses like their bosses and view them as good leaders.

The men and women in this study also overwhelmingly agreed that a woman does not need to lose some of her femininity to become successful. This indicates that there is room for a feminine woman in the workforce. Simply because a woman is feminine does not mean that she will be perceived as incompetent.

Finally, the results indicate that women with male bosses liked their bosses more than the groups in which males were employees. The women with woman bosses in this study respected and liked their bosses more than the other groups.

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APPENDIX

The subjects were asked to respond to statements by either agreeing or disagreeing with them. For purposes of fluency and convenience, the subjects have been coded. Males with male bosses are coded as M/Mb. Females with female bosses are coded as F/Fb. Males with female bosses are coded as M/Fb. Females with male bosses are coded as F/Mb.

Results for the statement "I like my boss."

N=	strongly agree	agree	undecided	disagree	strongly disagree
M/Mb 8	50%	0%	12.5%	37.5%	0%
F/Fb 12	83.3%	8.3%	0%	8.3%	0%
M/Fb 5	60%	20%	0%	0%	20%
F/Mb 10	60%	20%	10%	0%	10%

Results for "My boss understand my personal needs."

	strongly agree	agree	undecided	disagree	strongly disagree
M/Mb	25%	12.5%	37.5%	25%	0%
F/Fb	50%	16.7%	33.3%	0%	0%
M/Fb	40%	60%	0%	0%	0%
F/Mb	50%	30%	10%	0%	10%

Results for "My boss has the objectivity required to evaluate business situations properly."

	strongly agree	agree	undecided	disagree	strongly disagree
M/Mb	25%	37.5%	25%	12.5%	0%
F/Fb	50%	41.7%	8.3%	0%	0%
M/Fb	20%	60%	20%	0%	0%
F/Mb	30%	40%	20%	10%	0%

Results for the statement "My boss is very organized."

	strongly agree	agree	undecided	disagree	strongly disagree
M/Mb	12.5%	12.5%	50%	25%	0%
F/Fb	33.3%	25%	16.7%	16.7%	8.3%
M/Fb	60%	20%	20%	0%	0%
F/Mb	20%	50%	10%	10%	10%

Results for "My boss has the ability to learn management skills."

	strongly agree	agree	undecided	disagree	strongly disagree
M/Mb	37.5%	37.5%	12.5%	12.5%	0%
F/Fb	66.7%	33.3%	0%	0%	0%
M/Fb	60%	20%	20%	0%	0%
F/Mb	70%	10%	20%	0%	0%

Results for "to be a successful executive, a woman does not have to sacrifice some of her femininity." For the following statement, femininity was defined for the respondents as a woman with a passive leadership style, unassertive, and sexually attractive.

	strongly agree	agree	undecided	disagree	strongly disagree
M/Mb	12.5%	50%	12.5%	25%	0%
F/Fb	25%	33.3%	16.7%	16.7%	8.3%
M/Fb	80%	0%	0%	0%	20%
F/Mb	40%	30%	10%	10%	10%

Results for "Women tend to be less aggressive than men."

	strongly agree	agree	undecided	disagree	strongly disagree
M/Mb	12.5%	75%	12.5%	0%	0%
F/Fb	16.7%	8.3%	50%	25%	0%
M/Fb	20%	40%	40%	0%	0%
F/Mb	40%	10%	20%	30%	0%

Results for "I wish my boss were less aggressive."

	strongly agree	agree	undecided	disagree	strongly disagree
M/Mb	0%	25%	12.5%	50%	12.5%
F/Fb	8.3%	8.3%	0%	41.7%	41.7%
M/Fb	0%	0%	40%	20%	40%
F/Mb	10%	10%	40%	0%	40%

Results for "I wish my boss were an aggressive person."

	strongly agree	agree	undecided	disagree	strongly disagree
M/Mb	12.5%	37.5%	12.5%	0%	37.5%
F/Fb	8.3%	8.3%	41.7%	16.7%	25%
M/Fb	0%	40%	40%	0%	20%
F/Mb	0%	20%	40%	10%	30%

Results for "I am afraid of my boss."

	strongly agree	agree	undecided	disagree	strongly disagree
M/Mb	12.5%	0%	0%	37.5%	50%
F/Fb	0%	0%	8.3%	25%	66.7%
M/Fb	20%	0%	20%	20%	40%
F/Mb	0%	0%	0%	10%	90%

Results for "My boss is too domineering."

	strongly agree	agree	undecided	disagree	strongly disagree
M/Mb	12.5%	37.5%	0%	12.5%	37.5%
F/Fb	0%	0%	8.3%	33.3%	58.6%
M/Fb	0%	0%	60%	0%	40%
F/Mb	0%	0%	10%	20%	70%

Results for "My boss is a good leader."

	strongly agree	agree	undecided	disagree	strongly disagree
M/Mb	37.5%	25%	0%	37.5%	0%
F/Fb	58.3%	33.3%	8.3%	0%	0%
M/Fb	20%	80%	0%	0%	0%
F/Mb	50%	20%	30%	0%	0%

Results for "Women tend to be more assertive than men in situations that demand it."

	strongly agree	agree	undecided	disagree	strongly disagree
M/Mb	0%	0%	75%	25%	0%
F/Fb	8.3%	25%	41.7%	25%	0%
M/Fb	8.3%	25%	41.7%	25%	0%
F/Mb	0%	30%	50%	0%	20%